



**ASSISTANT SECRETARY OF THE ARMY
ACQUISITION, LOGISTICS & TECHNOLOGY - INTEGRATION
OFFICE
COMBINED ARMS SUPPORT COMMAND**



Operational Contract Support: *A Replacement for Force Structure or Just Augmentation?*

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An Army View...
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Personal Disclaimer

I am not here to lobby for:

- combat arms force structure
- logistic force structure
- the acquisition (contracting)
- ~~corps~~ any specific commercial firm or contractors in general



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Army's Other Mission



Department of Defense DIRECTIVE

NUMBER 5100.01
December 21, 2010

DA&M

SUBJECT: Functions of the Department of Defense and Its Major Components

References: See Enclosure 1

1. PURPOSE. This Directive:

- a. Reissues DoD Directive (DoDD) 5100.1 (Reference (a)).
- b. Establishes the functions of the Department of Defense and its major Components, supporting the core mission areas of the Armed Forces, which are broad DoD military operations and activities required to achieve the strategic objectives of the National Security Strategy, National Defense Strategy, and National Military Strategy (References (b), (c), and (d)), in accordance with title 10, United States Code (U.S.C.) (Reference (e)).

2. APPLICABILITY. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense (IG DoD), the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. FUNCTIONS OF THE DEPARTMENT OF DEFENSE. As prescribed by higher authority, the Department of Defense shall maintain and use armed forces to:

- a. Support and defend the Constitution of the United States against all enemies, foreign and domestic.
- b. Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest.
- c. Uphold and advance the national policies and interests of the United States.

*“provide
logistics to joint
operations and
campaigns”*

An Army Mission Often Executed Through Contracted Support



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Four “Corps” Construct



Early Entry w/tactical level, from the sea, organic support



Major Combat Operations w/full array of organic support at all echelons



Full Spectrum Operations w/limited organic support mostly at brigade level



(and all other firms)

Wide range of tailored support w/main limits being level III threat conditions and inherently governmental functions



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***Operational
Reality***

25 Years of Land Centric Operations

Some Opns Are/Were Organic Support Centric:

Desert Shield/Storm

Numerous humanitarian assist/disaster relief missions

- **Most Opns Were/Are Commercial Support
Centric:**

- ✓ Peace keeping in the Balkans and Sinai
- ✓ OEF (Afghanistan) and OIF (Iraq)
- ✓ OUA (Liberia)
- ✓ Current operations in Central Command area of responsibility

✓ **Almost all Phase 0/steady state operations**



ALT-IO Partial Recognition

The Army (and DOD as a whole) has made progress in institutionalizing operational contract support...

- New, expanded and updated Army and joint doctrine and policy
- New Army and joint staff training courses
- Inclusion in some professional military education and exercises



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Force Planning Denial

For practical purposes, the Army does not recognize contractors as part of the total force

- Problem ID'd by US Comptroller General in 1979
- 1985 Army put contractor support (Logistic Civil Augmentation Program) into force management and readiness reporting policy, but was never enforced
- 2014 Defense Science Board report recommend DOD formally recognize selected contractor capability as part of the total force structure



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Plan For This



Operational Planning

Tooth-to-Tail In



Assume
You'll Get



Actually Get





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**Formalizing Contract
Support**

Why is it important?

- Prohibits informed “green suit” tooth-to-tail force management planning decisions
- Inhibits our ability to include contracted support in the deliberate planning process
- Hinders our ability to incorporate contract support in professional military education, staff training and exercises

Prevents efficient and effective contract support which leads to: increased fraud, waste and abuse; lack of responsiveness; and, sometimes, poor quality of support.



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Road Ahead

Formally include contracted support in the Total Army Analysis process

- ✓ Determine minimum acceptable “green suit” support capability
- ✓ Adjust other “green suit” capabilities accordingly

Contract support is not a self-licking ice cream cone -

it requires uniformed capability to plan and administer



ALT-IO Possible Outcomes

- Development of Army vision for use of contracted support in ~~deployed~~ *- need ASAP* force
- Additional reductions to active duty logistic structure *don't think so, this capability is pretty lean now*
- *now* Additional reductions/repurposing of reserve logistic structure *- yes, some.*
- Relook of current military contracting structure and purpose *- yes to both*
- Additional emphasis on matters such as operational force staff education, training & exercises *- some*



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QUESTIONS?